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STRATEGIC MANAGEMENT AND PROGRAMME QUESTIONS

STRATEGIC MANAGEMENT BY THE COMMISSION ON CRIME PREVENTION AND CRIMINAL JUSTICE OF THE UNITED NATIONS CRIME PREVENTION AND CRIMINAL JUSTICE PROGRAMME

Report of the Secretary-General

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INTRODUCTION

1. The present report provides an overview of the inter-sessional activities undertaken by the Commission on Crime Prevention and Criminal Justice to strengthen its strategic management of the United Nations Crime Prevention and Criminal Justice Programme, as called for in Commission resolution 6/1. It also describes the activities of the Secretariat relating to the strategic management of the Programme and makes recommendations for action by the Commission.

I. INTER-SESSIONAL ACTIVITIES OF THE COMMISSION

A. Informal consultative group on resource mobilization

2. The informal consultative group on resource mobilization was established in 1996 in response to Commission resolution 5/3. It met on 18 July and 15 October 1997 under its Chairman Mr. Ferdinand Mayrhofer-Grünbühel (Austria). On 26 February 1998, it met under its newly elected Chairman Ms. Fügen Ok (Turkey). A further meeting took place on 3 April 1998 between the Chairman of the informal consultative group and the chairmen of the five regional groups. The report on the activities undertaken by the group is before the Commission (E/CN.15/1998/CRP.5).

3. The work of the informal consultative group is essential in encouraging Governments to provide funds for technical assistance. The development of the activities of the Centre for International Crime Prevention of the Office for Drug Control and Crime Prevention of the Secretariat was furthered by the awareness-raising efforts of the group. As reflected in the report on the activities of the group, the discussions resulted in recommendations to the Commission to undertake action along the following lines:

(a) To urge Member States to review funding policies for development assistance, so as to include crime prevention and criminal justice;

(b) To call upon Member States to review the list of projects submitted by the informal consultative group with a view to funding those whose substance coincides with their national development priorities;

(c) To call upon Member States to contribute on an annual basis to the United Nations Crime Prevention and Criminal Justice Fund to cover the cost of improving the infrastructure of the Centre in order to enhance its capacity to develop and administer the technical cooperation component of the United Nations Crime Prevention and Criminal Justice Programme and to provide essential training tools;

(d) To call upon Member States to discuss with the Centre funding modalities and options for technical cooperation for crime prevention and criminal justice;

(e) To invite Member States to review global crime trends and address the need for establishing global policy guidance to be followed by the Centre and for strengthening the coordination of development assistance, with a view to ensuring effective and efficient implementation of technical cooperation projects;

(f) To encourage Member States to disseminate as widely as possible information regarding successful technical cooperation projects executed by the Centre and highlighting their importance in order to enhance awareness of and interest in such projects.

B. Informal working group to review programme mandates and resources

4. Following a discussion of the long-standing discrepancy between programme mandates and resources, the Commission, in its resolution 6/1, requested its Chairman to convene an informal working group of its members to review programme mandates and resources with a view to establishing a more realistic relationship between them.

5. Composed of representatives of the five regional groups and chaired by the Chairman of the Commission at its sixth session, Mr. Mohamed El Fadhel Khalil, the informal working group met on 18 July 1997. It also met under the chairmanship of Mr. Daniel Labrosse on 31 March and 3 April 1998. A meeting with the Executive Director of the Office for Drug Control and Crime Prevention took place on 9 March 1998. The findings and recommendations of the group are available to the Commission (E/CN.15/1998/CRP.2).

6. The informal working group addressed its mandate in the context of the recent developments within the United Nations, in particular the reform proposals of the Secretary-General, which included the strengthening of the United Nations Crime Prevention and Criminal Justice Programme and the reconstitution of the Crime Prevention and Criminal Justice Division as the Centre for International Crime Prevention, as well as the appointment of the new Director General of the United Nations Office at Vienna and the establishment of the Office for Drug Control and Crime Prevention.

C. Inter-sessional bureau meetings

7. The bureau of the Commission on Crime Prevention and Criminal Justice met on 7 July, 9 October and 1 December 1997 and on 19 February and 19 March 1998 to discuss programme management questions with representatives of the Secretariat. It conducted inter-sessional consultation meetings for permanent missions at Vienna on 10 October and 2 December 1997 and on 20 February and 20 March 1998. It also had a working lunch with the members of the bureau of the Commission on Narcotic Drugs acting as preparatory body for the twentieth special session of the General Assembly, which will be devoted to the fight against the illicit production, sale, demand, traffic and distribution of narcotic drugs and psychotropic substances and related activities, and which will be held from 8 to 10 June 1998. The report of the bureau of the Commission on Crime Prevention and Criminal Justice at its sixth session on the inter-sessional consultations held in 1997 and 1998 is before the Commission (E/CN.15/1998/CRP.7).

8. The inter-sessional meetings dealt with the follow-up to the sixth session of the Commission by the Economic and Social Council at its substantive session of 1997 and by the General Assembly at its fifty-second session; the preparations for the seventh session of the Commission; the activities of the informal consultative group on resource mobilization and the informal working group to review programme mandates and resources; the work of the Office of Internal Oversight Services in relation to the Centre and the United Nations Crime Prevention and Criminal Justice Programme; the implementation of the reform proposals of the Secretary-General; cooperation between the Centre and the United Nations International Drug Control Programme (UNDCP); and the activities carried out by the Centre. The bureau of the Commission also considered two background papers prepared by the Secretariat on the criteria for the inclusion of items in the agenda of the Commission and related documentation and on recommendations of the Commission on strategic management and streamlining of programme activities.

D. Proposals for draft resolutions

9. In its resolution 6/1, section I, paragraph 6, the Commission reiterated its request to Member States to submit to its bureau their draft proposals, together with information on implementation modalities, as required

in accordance with resolution 4/3, annex, one month prior to the commencement of the relevant session of the Commission. During the inter-sessional consultation meeting for permanent missions at Vienna, held on 20 February 1998, as well as through an information circular of 27 January 1998, delegations were reminded of that deadline. The experience of the bureau with r gard to the adherence of Member States to the procedural requirements for the submission of draft proposals is presented in the report on its inter-sessional meetings.

II. INTER-SESSIONAL ACTIVITIES OF THE SECRETARIAT

A. Preparations for the seventh session of the Commission

10. In connection with the preparations for the seventh session of the Commission, the only issue that needs to be referred to is the reporting requirements of the Secretariat. During the inter-sessional consultation meeting for permanent missions held on 2 December 1997, the Chairman of the Commission drew attention to the fact that very few replies had been received to some of the notes verbales sent to Member States by the Secretariat to secure the information required under past resolutions. He sought the advice of the participants on a possible solution to that problem, with a view to avoiding delays in the reporting process or reports that were insufficiently comprehensive and analytical. It was agreed that whenever the Secretariat did not receive information from at least 20 countries from different regions, the report concerned would be postponed to the next session of the Commission at which the item would be on the agenda, and the Secretariat would present a note explaining the matter to the Commission. The Chairman submitted that decision to the inter-sessional consultation meeting held on 20 February 1998, with a view to its formal approval by the Commission at its seventh session.

11. Pending formal approval by the Commission, the Secretariat has already been guided by the spirit of that recommendation in its preparation of the documentation for the seventh session. If, in exceptional cases reports were prepared on the basis of fewer than 20 responses, other criteria prevailed. Those criteria included the quality and comprehensiveness of the information provided, its pertinence to the central theme of the relevant session of the Commission and the fact that it represented important developments to be brought to the attention of the Commission in connection with substantive issues with which it was dealing, or that additional information had been received as part of an ongoing process about which the Commission had been informed at previous sessions.

B. Resource mobilization

12. In its resolution 6/1, section II, the Commission requested the Secretary-General to issue a consolidated appeal on crime prevention and criminal justice requirements to Governments at the appropriate level. Such an appeal has not yet been issued pending the reorientation of the work programme of the Centre following its restructuring.

13. While a consolidated appeal has not yet been issued, the United Nations Crime Prevention and Criminal Justice Fund continues to be included in the annual United Nations Pledging Conference for Development Activities, the last of which took place on 4 and 5 November 1997 and yielded an amount equivalent to 158,793 United States dollars ($) (see annex). In 1996, an amount of $48,760 had been pledged. The sum pledged in 1997 included, for the first time, some non-earmarked contributions from Austria and Turkey that enabled the Centre to begin to improve its staff resources for the development and execution of technical cooperation projects.

14. An overview of pledges and payments to the Fund since 1992 is also provided in the annex. The overview does not reflect a contribution by the Government of Japan for 1998 of $140,120, which is earmarked for work on firearm regulation and is to be drawn from the Trust Fund for International Cooperation for Development.

15. In its resolution 6/1, the Commission requested the Director-General of the United Nations Office at Vienna to assume a strong role in the resource mobilization activities of the Programme, particularly in consultations at the highest political levels. On official missions to Italy, France and the United States of America, where he met with high-level government officials, as well as in consultations with permanent missions at Vienna, the Director-General put forward his vision and priorities for the work of the Centre and the corresponding resource requirements. He is also making preparations for a project on trafficking in human beings that will be the subject of a special appeal, possibly in conjunction with a commemorative human rights event scheduled to take place at Vienna on 27 June 1998. The Director-General also plans to reallocate to substantive functions of the Office for Drug Control and Crime Prevention any savings in terms of posts that may derive from future streamlining of administrative services.

16. By the same resolution, the Commission also requested the former Crime Prevention and Criminal Justice Division to continue its resource mobilization efforts, taking into account the recommendations and requests contained in the report of the Chairman of the informal consultative group. Within the limits of its resources and guided by the work of the informal consultative group, the Centre for International Crime Prevention focused on obtaining funding for a number of technical cooperation projects as well as non-earmarked funds to improve the infrastructure of the Centre for preparing and executing such projects. The results of those efforts are described in the report of the Secretary-General on technical cooperation (E/CN.15/1998/9).

C. Planning and programming

I. Implementation of the reform measures of the Secretary-General

17. Under action 8 of the reform programme of the Secretary-General (A/51/950), Vienna would become the locus for United Nations efforts against crime, drugs and terrorism. The Crime Prevention and Criminal Justice Division would be reconstituted as the Centre for International Crime Prevention and proposals would be submitted to Member States to strengthen its capacities. The new Centre and the United Nations International Drug Control Programme would together form a new Office for Drug Control and Crime Prevention. The reconstitution of the Division as the Centre was also listed among the initiatives of the Secretary-General mentioned in the report outlining programmatic and financial consequences (A/52/303).

18. Pursuant to those proposals, the Office for Drug Control and Crime Prevention was established, effective 1 November 1997. The Office comprises two organizational entities, namely UNDCP and the Centre. The Executive Director of the Office for Drug Control and Crime Prevention also acts as the Director-General of the United Nations Office at Vienna.

19. Within the Office for Drug Control and Crime Prevention, the Centre has the following functions:

(a) It is the central entity in the United Nations Secretariat responsible for activities in the field of crime prevention and criminal justice and provides the necessary support to the intergovernmental machinery;

(b) It serves as the repository of technical expertise in the field of crime prevention and criminal justice and provides related technical cooperation support to Member States;

(c) It fulfils the responsibilities of the Secretary-General under the terms of relevant international instruments, standards and norms.

In performing those functions, the Centre pays special attention to combating transnational organized crime, corruption, terrorism and trafficking in human beings.

20. In line with the reform measures of the Secretary-General and with effect from 11 March 1998, a new organizational structure for the Centre has been established. With effect from the same date, staff of the Centre have been reassigned in accordance with the organizational changes and with a view to achieving a more focused approach to the activities of the Centre. A Secretary-General's bulletin describing the functions of the Office for Drug Control and Crime Prevention, including UNDCP and the Centre, will be issued in due course.

21. In its resolution 52/220, the General Assembly noted the establishment of the Centre and endorsed the proposal of the Secretary-General to strengthen its capacity. It also stressed the need to promote the fundamental principles of the rule of law and to strengthen further international cooperation between States and between regional organizations, international organizations and agencies and the United Nations in order to prevent, combat and eliminate terrorism in all its forms and manifestations, wherever and by whomsoever committed, as well as its financing. By the same resolution, the General Assembly approved the establishment of two new posts at the P-5 and P-4 levels to address issues related to terrorism in all its forms and manifestations and the redeployment of one D-1 post from the United Nations Office at Vienna to the Centre.

22. Recruitment procedures for the two new posts for work in the area of terrorism are under way. The work will be carried out under the direct supervision of the Executive Director of the Office for Drug Control and Crime Prevention. The activities planned for the biennium 1998-1999 will focus on the planning and implementation of practical strategies for the prevention and control of terrorist activities. To that end, studies and research will be conducted on the dynamics and impact of terrorism. Cooperation between Member States will be promoted to facilitate concerted action against terrorist activities, including the harmonization of legislation and procedures designed to curtail terrorism in all its forms and manifestations, on the basis of findings about the functioning of existing international instruments against terrorism.

23. In an attempt to strengthen the resource base of the Centre and, at the same time, maximize the use of resources available within the overall United Nations Crime Prevention and Criminal Justice Programme, efforts have been made by the Executive Director to identify and benefit from synergies between the drug and crime programmes and to achieve closer cooperation between the Centre and the associated and affiliated institutes comprising the United Nations Crime Prevention and Criminal Justice Programme network. In particular, the research activities carried out by the United Nations Interregional Crime and Justice Research Institute (UNICRI) will stimulate and closely support the operational activities of the Centre. It is intended to achieve that objective through refocusing and reorienting the work programme and functions of UNICRI and fully integrating its activities with those of the Centre.

2. Programme budget for the biennium 1998-1999

24. Section 14 of the programme budget for the biennium 1998-1999 on crime control provides for resources amounting to $5,413,000, including the new P-4 and P-5 posts for activities related to terrorism in all its forms and manifestations. Those resources will be used to carry out the work programme reviewed by the Commission at its fifth session, as well as the above-mentioned activities on terrorism.

25. The work programme for the years 1998-1999 is based on the medium-term plan for the period 1998-2001, which reflects the priorities established by the Commission. An internal analysis of the allocation of staff

resources revealed two main facts. The activities outlined in the programme budget could not be carried out with only the resources provided by it. The work programme was proposed in anticipation of the availability of a number of associate experts paid by their respective Governments. Furthermore, in view of the efforts of the Executive Director to achieve a more narrow but deeper focus in the activities of the Centre, it should be noted that between 80 and 90 per cent of available staff time is dedicated to activities directly or indirectly related to combating organized transnational crime and corruption and dealing with the relevant crime prevention and criminal justice components, including the necessary servicing of intergovernmental bodies.

26. With the support of the Commission, it is the intention of the Executive Director to reduce as much as possible the staff resources required to service it and other intergovernmental bodies and to focus on fewer topics in any given biennium. Such a reorientation of staff resources is essential if ongoing initiatives are to be completed successfully and priority areas are to receive more in-depth attention than in the past.

27. In that sense, the current biennium may be considered a period of transition from the manner in which the United Nations Crime Prevention and Criminal Justice Programme was implemented prior to the recent initiatives of the Commission in the area of strategic management and the reform proposals of the Secretary-General and their organizational and programmatic implications. The programme budget for the biennium 2000-2001, the proposals for which are scheduled to be formulated at the end of 1998, will already reflect a more focused and streamlined programme of work, including new initiatives currently being discussed with Member States.

3. Coordination of activities with other United Nations entities

28. In its resolution 52/90, the General Assembly requested the Secretary-General to strengthen system-wide coordination in the field of administration of justice, in particular between the United Nations bodies concerned with human rights and crime prevention and criminal justice. In the same resolution, the Assembly invited the Commission on Crime Prevention and Criminal Justice and the Commission on Human Rights to coordinate their activities relating to the administration of justice.

29. Prior to the adoption of the above-mentioned resolution, the Executive Director of the Office for Drug Control and Crime Prevention had written to the High Commissioner for Human Rights in September 1997, assuring her of his wish for close cooperation and consultation in pursuing common goals, mentioning as an example of such collaboration his new initiative on studying the various dimensions of trafficking in human beings. Closer collaboration in the area of technical assistance was the subject of an exchange of correspondence between the High Commissioner for Human Rights and the Director of the Centre in November and December 1997.

30. Since the establishment of the Office for Drug Control and Crime Prevention, the Centre has intensified the coordination of its activities with those of UNDCP, especially in the areas of money-laundering and technical cooperation, as described in greater detail in the report of the Secretary-General on technical cooperation (E/CN.15/1998/9).

D. Internal oversight

31. Between June and November 1997, the Office of Internal Oversight Services focused its attention on the Crime Prevention and Criminal Justice Programme from three different perspectives. At the request of the Committee for Programme and Coordination, it carried out an in-depth evaluation of the Programme. As part of its work plan, the Office of International Oversight Services also conducted a review of programme management of the former Crime Prevention and Criminal Justice Division. Finally, a management audit was

carried out. Those activities were undertaken by three separate teams established by the Office of Internal Oversight Services.

1. Review of programme management of the former Crime Prevention and Criminal Justice Division

32. As described in the report of the Secretary-General on the activities of the Office of Internal Oversight Services (A/52/777), the purpose of the review was to assess whether the Crime Prevention and Criminal Justice Division operated in an environment that facilitated the efficient and effective implementation of the work programme.

33. While noting the staff motivation and hard work on a broad range of issues, the report concluded that "there is a strong indication that the programme is becoming less focused and that priorities are not given sufficient attention. Should this be allowed to continue the Programme could spread in an unprioritized and unstructured manner." The main factors contributing to the state of the Programme were identified as lack of guidance and oversight by top management manifested in the absence of clear strategic direction and the manner in which resources were being managed and priorities addressed, the absence of resources commensurate with increasing demands on the Programme, a staff skill profile more in line with the previous focus of the Programme on normative functions than with its reorientation from standard-setting to a greater emphasis on assistance to Member States in the use and application of existing norms and standards and in researching issues relating to transnational organized crime.

34. The report noted the need for strict selectivity of the issues to be covered and for the prioritization of the action to be taken in respect of each of the issues. It commended the Commission for its efforts to exercise self-restraint with regard to new mandates and challenged the Secretariat to strive for greater integration of interrelated issues into fewer activities and to refrain from expanding its role in areas where it did not have a comparative advantage or where the value added by its contribution was minimal. The Secretariat was also challenged to reach a clearer balance between its roles as a servicing body and as a provider of technical assistance.

35. The report viewed the new managerial structure at Vienna as an opportunity for maximizing the resource base of the Programme, *inter alia*, through synergies between the programmes dealing with crime and drugs and by absorbing some non-substantive functions relating to the Commission secretariat and administrative support. It recommended that every effort should be made "to ensure that the resources of the Programme are entirely devoted to the execution of mandated work, and that those in charge of the Programme are sufficiently empowered to authorize expenditures from the Programme's appropriation."

36. The 15 recommendations contained in the report have been approved by the Secretary-General. They cover the need to establish internal arrangements to provide guidance and strategic direction; to establish a system for self-monitoring and self-evaluation; to reorganize the work in a manner that focuses on the relative priorities of the programme and avoids spreading the limited resources thinly; to establish a clearer balance between the role of the Secretariat as a servicing body and its role as a provider of technical assistance and policy advice to Member States; to provide servicing of a more substantive nature for the meetings of the Commission, in the form of qualitative analysis of emerging issues and policy options for consideration by the Commission; to critically examine parliamentary documentation in order to ascertain whether its periodicity is warranted and to reduce its volume by subsuming the issues covered under a few documents; to direct the services of the interregional advisers mainly towards the provision of technical assistance to Member States and to discontinue the use of their services for other purposes; to establish an effective system for tracking the progress of programme implementation, assessing results and providing feedback to the Director-General; to make

concerted efforts to build a more effective collaborative relationship with the United Nations network of institutes that deal with crime; to involve the Deputy Director of the Centre fully in operational activities, planning and overall coordination; to ensure that a statement of programme budget implications is submitted to the Commission before any steps are taken to initiate activities emanating from new resolutions; to build up a core of technical staff specializing in the emerging areas related to organized crime through training and outside recruitment and to provide for training in project development and management; to reorganize the internal structure of the Centre along lines of specialization; to empower the Director to the full extent allowable by the Personnel and Financial Regulations of the United Nations; and to redeploy an administrative officer from the Division of Administration to provide the Centre with the necessary administrative support.

37. The report was considered by the Fifth Committee in March 1998 and a number of delegations commented on it. Subsequently, it was discussed in informal consultations. During the formal debate, some representatives underscored the importance of the Programme and its priority status in the current medium-term plan. Others considered the review together with the in-depth evaluation of the Programme as input to a more elaborate discussion of the Programme. Some representatives questioned the prerogative of the Office of Internal Oversight Services to raise questions about mandates and related recommendations. In response to the latter observations, the Under-Secretary-General for Internal Oversight Services expressed his expectation that on the question of mandates, the Secretariat and Member States would work together to resolve the discrepancy between mandates and resources, and his hope that the report of the Office of Internal Oversight Services would trigger a necessary dialogue between the two sets of stakeholders.

38. As noted in paragraphs 18 to 23 above, the Executive Director has already initiated the implementation of the recommendations contained in the report by restructuring the newly established Centre around a more limited set of objectives and is currently directing its work personally. Furthermore, the Commission has taken active steps to streamline its agenda and reduce the reporting requirements. The use of the interregional advisers for purposes other than those directly related to their functions has been discontinued. The Executive Director outlined his vision of closer collaboration with the network of institutes at one of their coordination meetings held during the fourth quarter of 1997. Thirteen staff members of the Centre participated in a course on project formulation in January 1998.

2. In-depth programme evaluation

39. At its thirty-sixth session, the Committee for Programme and Coordination recommended to the General Assembly that the Crime Prevention and Criminal Justice Programme should be the subject of an in-depth evaluation and that the report thereon should be presented to the Committee at its thirty-eighth session in 1998 (A/51/16, part I, para. 55). In-depth evaluations are considered tools for determining, as systematically as possible, the relevance, efficiency, effectiveness and impact of the activities of the United Nations in relation to their objectives. They are designed to enable the Secretariat and the Member States to engage in systematic reflections, with a view to increasing the effectiveness of the main programmes of the Organization by altering their content and, if necessary, reviewing their objectives. The overall tenor of the findings is supportive of the efforts of the Programme. The analysis of the findings resulted in a set of 17 recommendations, the last of which calls for the report, together with the conclusions and recommendations of the Committee for Programme and Coordination, to be submitted to the Commission for consideration and action at its eighth session. The draft report is available to the Commission as background information (E/AC.51/1998/3).

3. Management audit

40. The audit was conducted in conjunction with the Office of Internal Oversight Services efforts to review various aspects of the functioning of the Crime Prevention and Criminal Justice Division and was intended to

complete the picture by focusing on the financial and administrative aspects. The audit covered the major objects of expenditure, namely personnel, general temporary assistance, consultants and experts, contractual services, travel and grants. In its closing interviews with Division and administration representatives, the auditing team made various observations and suggestions for improvements. At the time of writing, however, the formal audit observations had not been received.

E. National focal points

41. In the report of the Secretary-General on strategic management issues to the Commission at its fifth session (E/CN.15/1996/22), attention was drawn to the varying performance and contribution of the United Nations network of government-appointed national correspondents established in 1951. In that report the Commission was invited to consider recommending the replacement of the national correspondents with national focal points as an alternative interface mechanism between the Programme and Governments. No formal decision was taken at that session.

42. By its resolution 6/1, the Commission requested the Secretary-General, in addition to forwarding all communications to permanent missions, to send copies of such communications also to the national focal points designated by Member States.

43. In pursuance of that resolution, Member States were contacted and asked to supply the names and addresses of the chief of police, the director of the office of public prosecutions and contact points for crime prevention and criminal justice in the Department of Justice, the Ministry of the Interior, the Department of Corrections and the Ministry of Foreign Affairs. Subsequently, the Secretariat has set up a database containing the names and addresses of about 400 national focal points thus far, in more than 90 Member States.

44. Maintaining and using the database is proving to be very difficult, as the Secretariat does not have the staff resources required to do the necessary work. Moreover, the cost of forwarding to the focal points copies of communications sent to permanent missions inhibits the implementation of that mandate.

III. ACTION REQUIRED BY THE COMMISSION

45. The Commission may wish to take note of the present report and provide guidance on ongoing and future activities in the pursuit of effective management of the United Nations Crime Prevention and Criminal Justice Programme.

Annex

CONTRIBUTIONS AND PLEDGES TO THE UNITED NATIONS CRIME PREVENTION AND CRIMINAL JUSTICE FUND*

Biennium 1992-1993

Contributor	*Amount in United States dollars*
Italy[a]	*1 124 320*
Republic of Korea	*15 000*
Tunisia	*1 948*
United Kingdom of Great Britain and Northern Ireland[b]	*7 358*
Asia Crime Prevention Foundation[c]	*5 702*
Helsinki Institute for Crime Prevention and Control, affiliated with the United Nations[d]	*15 000*
Society of Friends[e]	*4 950*
Individual contribution	*10*
Total	1 174 288

[a]Approximately 50 per cent of the voluntary contribution of the Government of Italy is used to support the activities of the International Scientific and Professional Advisory Council. The funds are transferred in the form of a grant to the Centro Nazionale di Prevenzione e Difesa Sociale which acts as the secretariat of the Council.

[b]Earmarked contribution for the reprinting of the *Compendium of United Nations Standards and Norms in Crime Prevention and Criminal Justice* (United Nations publication, Sales No. E.92.IV.1).

[c]Earmarked contribution for printing of the *Commentary on the United Nations Standard Minimum Rules for Non-Custodial Measures (The Tokyo Rules)* (ST/CSDHA/22).

[d]Earmarked contribution for publications. The name of the contributor was subsequently changed to European Institute for Crime Prevention and Control, affiliated with the United Nations.

[e]Earmarked contribution for publications.

*In the case of paid contributions, the names of contributors and the amounts involved are in italics.

Biennium 1994-1995

Contributor	*Amount in United States dollars*
Argentina	12 000
Austria[a]	*30 464*
Belgium	1 873
Brazil	15 000
Canada	20 000
Cyprus	*500*
France[b]	*123 877*
Germany	3 123
Italy[c]	*617 800*
Japan[d]	*159 895*
Oman	*3 000*
Republic of Korea	15 000
Sri Lanka	*1 000*
Sweden[e]	*34 535*
Togo	381
Zimbabwe	605
Royal Canadian Mounted Police[f]	*600*
International Committee of the Red Cross[f]	*1 800*
Raoul Wallenberg Institute[f]	*37 244*
Total	1,078,697

[a]Earmarked contribution in connection with the provision of a long-term consultant.

[b]The contribution of France was earmarked for the preparations for the Ninth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (approximately $42,000) and for a technical cooperation project in Burkina Faso (approximately $81,000), currently under implementation.

[c]See footnote *a* in the tabulation for the biennium 1992-1993.

[d]The contribution of Japan was earmarked for a project on the control of firearms, currently under implementation.

[e]Earmarked contribution for training activities for the Palestinian police.

[f]Earmarked contribution for the printing of materials.

Biennium 1996-1997

Contributor	*Amount in United States dollars*
Australia[a]	*35 000*
Austria[b]	*660 000*
Brazil	15 000
Cambodia	*3 000*
Canada[c]	*33 929*
Chile	*5 000*
China	*10 000*
Cuba	500
Cyprus	2 000
France[d]	*100 000*
India	3 000
Italy[e]	*650 000*
Japan[f]	*200 000*
Malta	*1 500*
Morocco	2 000
Panama	1 000
Philippines	545
Republic of Korea	*15 000*
Slovenia	*584*
Thailand	*3 000*
Tunisia	*1 587*
Turkey	35 000
United Kingdom of Great Britain and Northern Ireland[g]	59 917
United States of America[h]	*1 225 000*
Asia Crime Prevention Foundation[i]	*50 000*
Total	3 112 562

[a]Contribution earmarked for publication of the *United Nations International Study on Firearm Regulation* (United Nations publication, Sales No. E.98.IV.2).

[b]Contribution earmarked for a juvenile justice project in South Africa.

[c]Contribution earmarked for the international study on firearm regulation and the translation and printing of a manual on domestic violence.

[d]Contribution earmarked for a training project of the Economic Community of West African States.

[e]See footnote *a* in the tabulation for the biennium 1992-1993.

[f]Pledge earmarked for the international study on firearm regulation and other projects to be specified.

[g]Contribution earmarked for a workshop on the training of trainers in corrections, held at Bishkek, Kyrgyzstan, in November 1996.

[h]Pledge earmarked for specific projects.

[i]Contribution earmarked for the *Global Report on Crime and Justice*.

Biennium 1998-1999[a]

Contributor	*Amount in United States dollars*
Austria[b]	*81 967*
Brazil	*15 000*
Cuba	*500*
Italy[c]	*300 000*
Iceland	*5 208*
India	*3 000*
Morocco	*2 000*
Philippines	*1 000*
Slovenia	609
Turkey[d]	50 000
Venezuela	*4 084*
Total	463 368

[a]The list contains pledges received as of 31 March 1998 (including those made at the United Nations Pledging Conference for Development Activities held in November 1997).

[b]Fifty per cent of pledge received.

[c]See footnote *a* in the tabulation for the biennium 1992-1993.

[d]Fifty per cent of contribution earmarked for projects on terrorism.

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Seventh session
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Agenda item 9

STRATEGIC MANAGEMENT AND PROGRAMME QUESTIONS

Report of the Secretary-General

Addendum

Nomination of members of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute

1. The attention of the Commission on Crime Prevention and Criminal Justice is drawn to a matter concerning the composition of the Board of Trustees of the United Nations Interregional Crime and Justice Research Institute, requiring action on the part of the Commission and the Economic and Social Council. The terms of two original members of the Board, namely Mustafa El Augi (Lebanon) and Arthur C. Rios (Brazil), who were appointed on 27 November 1990 for a five-year term and reappointed on 27 November 1995 for a three-year term, expire on 26 November 1998.

2. According to article IV of the statute of the United Nations Interregional Crime and Justice Research Institute, annexed to Economic and Social Council resolution 1989/56:

> " 2. The Board shall be composed of the following:
>
> (a) Seven members selected by the Committee on Crime Prevention and Control upon nomination by the Secretary-General and endorsed by the Economic and Social Council, with due regard to the fact that the Institute and its work are funded from voluntary contributions and to the principle of equitable geographic distribution. The members shall be chosen from among eminent persons who possess the necessary qualifications and expertise. They shall serve in their individual capacity for a term of five years

from the date of the first Board meeting in which they are invited to participate. They shall be eligible for reappointment by the Committee on Crime Prevention and Control with the endorsement of the Economic and Social Council for not more than one additional term ... ."

3. According to the Office of Legal Affairs of the Secretariat, the Commission has succeeded to the functions and powers of the former Committee on Crime Prevention and Control in this and in other matters.

4. The Economic and Social Council, in its decision 1993/241, adopted on the recommendation of the Commission, recommended that the number of persons nominated by the Secretary-General to fill positions on the Board should exceed the number of positions to be filled. The Commission is requested to select two candidates for a five-year term. The following four candidates are proposed:

Cyrille Fijnaut (Netherlands)

Richard A. Martin (United States of America)

Setsuo Miyazawa (Japan)

Alejandro Reyes Posada (Colombia)

5. Background information on all candidates is provided in the annex to the present document.

Annex

BACKGROUND INFORMATION ON CANDIDATES NOMINATED TO FILL POSITIONS ON THE BOARD OF TRUSTEES OF THE UNITED NATIONS INTERREGIONAL CRIME AND JUSTICE RESEARCH INSTITUTE

Cyrille Fijnaut (Netherlands)

Cyrille Fijnaut was born in 1946. In the 1960s he was at the Dutch National Police Academy (1965-1968). In the beginning of the 1970s he studied criminology and philosophy at K.U. Leuven, Belgium, where he held the position of lecturer in Criminology in 1979. From 1983 to 1986, he worked as adviser in the Ministry of Justice of the Netherlands. From 1986 to 1989 he was Professor of Criminal Law and Criminology at Erasmus University Rotterdam. In 1989, he returned to K.U. Leuven as Professor of Criminology and Criminal Law. Since 1998, he has also held the position of Professor of Law in the Global Law School Programme of New York University.

Mr. Fijnaut's main research interests are related to policing, organized crime, comparative criminal procedure and history of criminology. He has written or edited some 25 books and published more than 400 articles all over the world. He is editor of the *International Encyclopaedia of Criminal Law* and the *European Journal of Crime, Criminal Law and Criminal Justice*. In the last few years, Mr. Fijnaut has served as an expert on several commissions of inquiry in the parliaments of Belgium and the Netherlands in the field of undercover policing and organized crime.

Richard A. Martin (United States of America)

Richard A. Martin joined the law firm of Werbel and Carnelutti in 1990. Since that time, his practice has been concentrated on international litigation and banking, although he has continued his involvement with United States law enforcement authorities and written and lectured on issues of international criminal law.

From 1987 to 1990, Mr. Martin served as Special Representative of the Attorney General at the United States Embassy in Rome. There, he represented the United States Department of Justice in Europe and handled extradition and mutual assistance matters. He also provided legal advice to United States law enforcement agencies and Italian magistrates and negotiated treaties and agreements for the United States Department of Justice. In addition, he advised the United States Embassy on civil and criminal matters and frequently addressed Italian university and bar association groups.

Prior to transferring to Rome, Mr. Martin served as an Assistant United States Attorney for the Southern District of New York from 1980 to 1987. In addition to trying numerous complex cases and arguing many appeals, he served as Deputy Chief of the Narcotics Unit from 1983 to 1985. From 1985 to 1987, he was the lead prosecutor in *U.S. v. Badalamenti et al.* (the "Pizza Connection"). He received numerous commendations for his work in the United States Attorney's Office and received the Distinguished Service Award from the Department of Justice for his work in the "Pizza Connection" case. For part of the time that he served there, Mr. Martin worked for Rudolph W. Giuliani, who was the United States Attorney at that time. Mr. Martin has maintained a close relationship with Mr. Giuliani, who is now New York City Mayor, and frequently confers with him on matters of Italian policy.

Through his work on the "Pizza Connection" case, Mr. Martin began to cooperate closely with Italian law enforcement authorities. Thus, he worked continuously from 1982 through 1990 with Judge Giovanni Falcone and other Italian magistrates and police to ensure that the law enforcement goals of both nations were achieved. In 1990, Mr. Martin's achievements were again recognized when he was named Commendatore al Merito della Repubblica Italiana. Following the murders of Judge Falcone and Judge Paolo Borsellino in 1992, Mr. Martin was appointed Special Assistant United States Attorney to assist the United States and Italy in the investigation of those crimes. He continued in that position until 1994.

Mr. Martin had previously worked as an associate at the firm of Olwine Connelly Chase O'Donnell and Weyher from 1975 to 1980. Prior to that, he had been a law clerk for the Honourable Jacob Mishler in the United States District Court, Eastern District of New York.

Mr. Martin is a 1971 graduate of Brown University, where he graduated Magna Cum Laude, with Honors, and was elected to Phi Beta Kappa. He attended New York University School of Law, from which he graduated in 1974. While there, he was Associate Editor of the *New York University Law Review*.

Mr. Martin's associations with Italy date back to 1966, when he was an AFS scholar for the school year and attended Liceo Classico Jacopo Sanazzaro in Naples, Italy. He has written numerous articles for legal publications and magazines in the United States and Italy and is a frequent speaker on issues of organized crime and international law enforcement.

Setsuo Miyazawa (Japan)

Setsuo Miyazawa studied law at Hokkaido University in Japan (L.L.B. in 1970, L.L.M. in 1972 and J.S.D. in 1987) and sociology at Yale University (M.A. in 1976, M.Phil. in 1980 and Ph.D. in 1985). He was a Harvard Yenching Fellow from 1984 to 1985.

Mr. Miyazawa has been Professor of Law at Kobe University in Japan since 1983. He was Research Associate of Law (1972-1979) and Associate Professor of Law (1979-1983) at Hokkaido University. He was Visiting Professor of Law at Osgoode Hall Law School of York University in Canada in 1995 and at the School of Law of the University of Washington in 1996. He was Mitsubishi Visiting Professor of Japanese Legal Studies at Harvard Law School in 1997. He is currently Visiting Professor of Political Science at the University of California, Berkeley.

Mr. Miyazawa is a Board Member of the Japanese Association of Sociology of Law, the Japanese Association of Sociological Criminology and the Japanese Association of Victimology. He is Vice President of the Research Committee on Sociology of Law of the International Sociological Association. He is a Member of the Scientific Committee of the International Society for Criminology and a Member of the International Activities Committee of the Law and Society Association. He is Editorial Adviser of *Law and Society Review*, the *International Journal of Sociology*, the *British Journal of Criminology* and *Policing and Society*.

Mr. Miyazawa is the author of numerous articles on criminology. He has edited or written nine books, including *Policing in Japan: A Study on Making Crime*, which received the 1993 Distinguished Book Award of the American Society of Criminology.

Alejandro Reyes Posada (Colombia)

Alejandro Reyes Posada received a law degree from St. Xavier's University at Bogotá in 1970. He received a Master's degree in sociology from the University of California, Berkeley, in 1978.

In 1969, Mr. Reyes was Private Secretary to the Minister of the Interior. He was a researcher for the Community Development Fund of the Ministry of the Interior (1971), for the Foundation for Higher Education and Development (FEDESARROLLO) (1972-1974) and for the Centre for Public Education and Research (CINEP) (1975-1976 and 1979-1980). He was also an expert (1981) and consultant (1986) for the National Development Fund (FONADE).

At the National University of Colombia, Mr. Reyes was a specialist lecturer (1987-1988) and an associate lecturer at the Institute of Political Studies and International Relations (1991-1992)

From 1991 to 1992, Mr. Reyes was Coordinator for the Commission on Combating Social Unrest of the Department of Peace and Human Rights of the Office of the President of the Republic.

In 1994, Mr. Reyes was a consultant for a joint study of the United Nations Development Programme (UNDP) and the Colombian Institute of Agrarian Reform (INCORA) on social unrest and agrarian reform in Colombia. In 1995, he was a UNDP consultant for a study on land purchases by drug traffickers.

In 1996, Mr. Reyes was an ECOPETROL consultant for a study on violent conflicts in petroleum areas. In 1997, he was a consultant for the National Planning Department.

Mr. Reyes is currently an ECOPETROL consultant for the Magdalena Medio Development and Peace Programme.

Mr. Reyes is the author of numerous articles and books on social conflict and agrarian reform in Colombia.